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South Atlantic  
Division

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# ***Communication***

***<http://www.sas.usace.army.mil/indexslc.html>***

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# ***Pre-Communication Considerations***

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## **What is the message?**

- What we accomplished

## **Who will we tell?**

- Everyone
  - The entire district
  - All Division employees

## **How will we tell them?**

- Staff Meetings via Middle Management
- Town Halls
- E-mails
- Walking Around
- Magazine Articles
- Blue Screens
- Conference Calls
- Exterior Customers/Partners

## **When will we tell them?**

- Starting Monday, 17 April
- Within two weeks

## **How will we know if we are effective?**

- Face-to-Face validation
- Surveys
- Repetition
- Change of behavior

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# USACE Communication Principles



*The U.S. Army Corps of Engineers has proudly served the American people for more than 200 years. In war and in peace, the Corps provides essential services to the Army and the nation, working closely with a variety of valued constituencies. Accordingly, effective, two-way communication with these constituencies helps us build positive, mutually respectful relationships that are important to the successful accomplishment of our mission. To build and maintain these relationships by fostering a climate of effective, two-way communication, the Corps dedicates itself to the following communication principles. The Corps will:*

- Listen to all constituencies both inside and outside USACE regarding issues of importance to them, respecting their viewpoints. Seek opportunities for synergy.
- Communicate early, clearly, completely, honestly, accurately, and often with all constituencies on issues of importance.
- Incorporate communication as an integral part of the project management business process.
- Be accessible to all constituencies and respond promptly without censorship or misinformation.
- Proactively inform the public and other constituencies of the Corps' vital role in areas where we have special expertise.
- Do what we say we will do.

*The policy of the Corps is to communicate in an open, factual, and timely way with the Corps team, the American people, the Administration, Congress, the international community, tribes and the news media. We will make relevant information fully and readily available to these constituencies consistent with law and national security interests.*

## Communication Principles

- **Listen** to all constituencies both inside and outside USACE regarding issues of importance to them, respecting their viewpoints. Seek opportunities for synergy.
- **Communicate** early, clearly, completely, honestly, accurately, and often with all constituencies on issues of importance.
- **Incorporate** communication as an integral part of the project management business process.
- Be **accessible** to all constituents and respond promptly without censorship or misinformation.
- **Proactively** inform the public and other constituencies of the Corp's vital role in areas where we have special expertise.
- **Do what we say we will do.**

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# ***SAD LEADERS: Relevant, Ready, Responsive & Reliable***

***South Atlantic Division  
2006 Senior Leaders Conference***

***April 2006***

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# Overview

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- **The South Atlantic Division held its Senior Leaders Conference 10 – 13 April 2006.**
- **We focused on strategic direction, our leadership capabilities, serving our customers, and continuous improvement.**
- **Over 100 of our leaders participated in the event.**
- **We celebrated heroes and had a chance to build the team.**

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# Overview (cont.)

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- The theme of the conference was tied to the USACE Vision of us being Relevant, Ready, Responsive & Reliable.
  - “The regionalization train has left the station”
- There were four consistent messages:
  - Sustain a viable USACE through effective leadership and employee involvement (Relevant)
  - The SAD Campaign Plan Objectives continue to focus on transformation to a regional business approach (Responsive)
  - Elevate the SAD/USACE customer experience through understanding customer feedback (Ready)
  - Continuous business standardization and process improvement through Lean Six Sigma (Reliable)

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*What we did*

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# Day 1

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- **BG Walsh shared his vision and intent for the region and for the conference.**
- **We reviewed our FY06 accomplishments.**
- **We were updated on Military and CW programs and priorities, MILCON Transformation, GWOT, and USACE in Iraq.**

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# ***Day 1 - Continued***

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- **The morning sessions covered “internal” perspectives of our current state and the afternoon was an “external” perspective.**
  - We learned about how Lean Six Sigma was coming to the Corps.
  - Our partner from South Florida Water Management District (SFWMD) shared customer and partner insights. (Ready/Customer)
  - We participated in a unique leadership evaluation exercise that tied – in “High Noon”. (Relevant/Leadership)
  - FEMA conducted a feedback session. (Responsive/Strategic Plan)
  - Lean Six Sigma from American Express. (Reliable/Continuous Process Improvement)
- **LDP provided an exceptional team building experience.**

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## ***Day 2***

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- **Commander's opening remarks**
- **Rotated through 4 tracks tied to the 4 "R's"**
  - **Relevant (Leadership)**
    - How we can better support our teams
  - **Ready (Customer)**
    - Our new CW Customer Assessment
  - **Responsive (Campaign Plan)**
    - Understanding our 3 key FY07 objectives
  - **Reliable (Lean Six Sigma)**
    - Achieving organizational quality and efficiency

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# ***Track Descriptions***

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# ***Track 1: RELEVANT***

## ***Sustaining Leadership Excellence***

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**Our values, capabilities, agility and contributions make us RELEVANT to our Armed Forces and the Nation.**

### **Purpose**

- **To provide a forum to discuss leadership effectiveness as it applies to SAD.**
- **During this Track we...**
  - **Understood the evolution of leadership theory and techniques.**
  - **Examined key attributes associated with Leadership Competence and Character.**
  - **Identified Leadership Attributes that you believe will be most important for SAD leaders in the near term.**
  - **Participated in an analysis of current SAD leadership trends.**
  - **Identified personal leadership enhancement opportunities.**

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# ***Track 2: READY***

## ***Understanding Our Customers***



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**We understand and anticipate the needs of our partners, customers and the Nation, so when we are needed, we are READY to provide support and solutions.**

### **Purpose:**

- **To explain the importance and methodology for obtaining and responding to important feedback from our key customers.**
- **During this Track we...**
  - **Studied the CW Customer Satisfaction Assessment SOP with a detailed look at survey documents, including reports used to present, analyze, and interpret data.**
  - **Discussed the difference between systemic and situation service issues.**
  - **Reviewed how the survey will be implemented.**
  - **Understood how the SAD customer satisfaction program will be communicated to staff , customers, and forums such as the Regional Governing Board.**

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# ***Track 3: RESPONSIVE***

## ***Understanding The SAD Campaign Plan***



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**Our emphasis on selfless service, putting the mission and those we serve before ourselves, and maintaining our technical capabilities make us RESPONSIVE. We understand that the people we serve count on us to respond quickly.**

### **Purpose:**

- **To provide a clear understanding of the strategic direction of SAD as outlined in the FY07 Campaign Plan.**
- **During this Track we...**
  - **Understood the intent of the SAD FY07 Strategic Objectives**
  - **Provided feedback on critical actions necessary to achieve the FY07 Objectives.**
  - **Discussed the region's strategic planning strengths and opportunities for improvement.**

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# ***Track 4: RELIABLE***

## ***Understanding The SAD Campaign Plan***



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**Those we serve will consider us RELIABLE because we meet our commitments, are accountable for our actions, and wisely use the resources entrusted to our care.**

### **Purpose:**

- **To learn how the Lean Six Sigma process provides a sound methodology for process improvement and performance excellence.**
- **During this Track we...**
  - **Understood the basic components of Lean Six Sigma**
  - **Examined SAD leadership's role in implementing LSS.**
  - **Identified the resources required to implement LSS.**
  - **Understood the value LSS can bring to an organization.**

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## Day 3



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- We participated in a Key Learning's exercise in order to summarize the value of our experience at the conference
- We agreed upon specific commitments to take back to our districts.
- Emphasis was placed on effective communication and we developed a communication brief.
- Our District Commanders updated the attendees on the state of our Districts.
- BG Walsh closed the SLC with an emphasis on our regionalization journey, an acknowledgement of the hard work of all of SAD, and a reminder for all to continue our emphasis on safety.



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# ***Our Key Learnings and Commitments***

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# ***Key Learnings***

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- 1. Communicate consistently – share the vision, and be specific on how we will support regionalization and the key benefits**
- 2. Implementing “Lean Six Sigma” – effectively define and execute (identify targeted regional processes)**
- 3. We will continue to change – it’s about being “vital”.**
- 4. We have to lead – change and execution will come from the top down.**

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# ***Our Commitments***

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- **As senior leaders we will drive the regionalization and process improvement process (Lean Six Sigma).**
- **As leaders in the Division, we will model the behavior and focus resources necessary to support change.**

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# ***Where we are going and How Does this Impact You?***

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# ***Staff Impact***

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- **Continue regional transformation**
- **Capture and respond to customer feedback**
- **Adoption and impact of Lean Six Sigma**
- **Leadership's approach and commitment**

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# Questions & Comments

**The Train Has Left The  
Station –  
We are Relevant, Ready,  
Responsive, and Reliable**

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